



Arizona School for the Arts
Executive Committee Meeting Minutes

Wednesday, July 24, 2024 at 5:00 p.m.

Zoom Meeting: 833 9042 1002 Passcode: 963466

Attendance (Voting Members in **Bold**)

Dr. Heidi Jannenga, President	P	Allison Otu, Vice President	P	Betty Hum, Secretary/Treasurer	P
John Snider, Finance Committee Chair	A	Leah Fregulia, Head of School/CEO	P		

Agenda Items

| Meeting Topics

Executive Director Search Proposals

Executive Director Prospectus

Campus Development

| The Executive Committee may vote to hold an executive session for the purpose of obtaining legal advice from the Board's attorney on any matter listed on the agenda pursuant to: ARS §38-431.03 (A)(3) Legal Advice

| The Executive Committee may vote to hold an executive session for the purpose of discussing personnel matters pursuant to: ARS §38-431.03 (A)(1) Personnel

Minutes

The meeting started at 5:00 p.m.

Board President Dr. Heidi Jannenga thanked Leah Fregulia for sending the search firm proposals and her summaries. The Executive Committee discussed each of the four proposals for a renewed Executive Director search: ISPG, Edgility, Promise 54 and Cal West. The group concluded that the top two contenders were ISPG and Edgility and asked Leah to set up an interview next week with each organization.

The Committee then asked Leah to revise the format of the prospectus narrative to make it more easily accessible; they will comment and discuss at the next meeting.

Leah updated the Committee on campus developments at the church property and corner parcel owned by a developer. Both properties are on the market and two other arts organizations have interest in exploring the opportunity to build a collaboration on the

block. Leah will set a meeting with the executives and board leadership of both organizations next week to discuss how to move forward.

The meeting ended at 5:50 p.m.



Arizona School for the Arts
Executive Committee Meeting Minutes

Wednesday, August 7, 2024 at 9:30 a.m.

Zoom Meeting: 870 6156 3515 Passcode: 396662

Attendance (Voting Members in **Bold**)

Dr. Heidi Jannenga, President	P	Allison Otu, Vice President	P	Betty Hum, Secretary/Treasurer	P
John Snider, Finance Committee Chair	P	Leah Fregulia, Head of School/CEO	P		

Agenda Items

| Meeting Topics

General Updates

- Enrollment
- Upcoming and In Process:
 - Registration
 - Faculty Inservice
 - New Family Orientation
 - First Day
- SY26 Recruiting soon to be underway:
 - ONMEDIA
 - PBS
 - Arcada and North Central News
 - Raising Arizona Kids
 - Arizona Parenting
 - Facebook
 - Google
 - Website

Governance Committee FY25 Priorities

1. Cultivation - priorities? (Arts, Network, Philanthropy/supporter, Other?)
2. Policies - Prioritizing revised Bylaws and faculty contract along with handbooks per usual
3. Board effectiveness
4. Discuss future ED review and evaluation process

Site Planning Updates

Executive Director Search

August Board Meeting Review and Planning

| August 2024 Board Meeting Agenda Draft

Call to the Public

Board Recognition

Board Informational Presentations

- Good Governance/Responsibilities, Conflict of Interest & FERPA – Heidi Jannenga
- Board Commitments and Fundraising – Heidi Jannenga & Leslie Religioso
- Open Meeting Law – Betty Hum
- Who We Are – Leah Fregulia
 - Review of School Demographic Profile (Board, faculty, students)
 - Review of Board Matrix
- Review of ASA's Financial Structure, Fiscal Year 2023-2024 End of Year Financial Results and Budget for Fiscal Year 2024-2025 – John Snider
- Board Committees – Heidi Jannenga & Leah Fregulia

Discussion Items

-

Consent Agenda

- Head of School Report

Action Items

- Approval of the June 24, 2024 Board of Directors Meeting Minutes
- Approval of the July 5, 2024 Board of Directors Meeting Minutes
- Approval of the Updated Title IX Policy

| The Executive Committee may vote to hold an executive session for the purpose of obtaining legal advice from the Board's attorney on any matter listed on the agenda pursuant to: ARS §38-431.03 (A)(3) Legal Advice

| The Executive Committee may vote to hold an executive session for the purpose of discussing personnel matters pursuant to: ARS §38-431.03 (A)(1) Personnel

Minutes

The meeting began at 9:30 a.m.

Board President Dr. Heidi Jannenga asked Head of School/CEO Leah Fregulia to begin her general updates. Leah shared that enrollment currently hovers at 746 students with more applications for 5th and 6th grade still coming in and a waitlist for 7th and 8th grade. Heidi asked how much attrition occurs after the first day of school. Leah shared that typically there is a movement of 30 students leaving/entering during the first few weeks of school; however this year, the registration process was accelerated to include payment of fees up front which requires parents to commit earlier than in the past. It is hoped that this procedural change will result in fewer withdrawals over the first weeks of school.

Leah also shared the school start-up activities and invited the Committee and Board to the First Day Parent Coffee on August 13th at 7:30 a.m. at Giant Coffee. Allison Otu inquired about recruiting for the current year, and Leah verified that we accept applications through the first quarter.

The Committee reviewed the list of paid ads for recruitment this year, and they were glad to see ONMEDIA and PBS along with the Raising Arizona Kids and Parent AZ on the list. The budget for recruiting increased to \$20,000 this year. Allison shared that ASU is using a new LinkedIn campaign to recruit and offered to meet with our recruiting team to share the methodology and new recruiting tools in the LinkedIn platform. Heidi asked how we will

track the impact of each add/campaign and suggested a different URL for each. Leah will also add a question to the applications asking how applicants heard about ASA. Allison shared that ASU Law is exploring how Alumni can be Tik Tok influencers for recruiting.

Leah presented the Board Governance Committee (GC) priorities for the 2024-2025 school year. The GC is under the leadership of Nonnie Shivers this year; Leah and Nonnie had a planning meeting last week. Heidi would like to see the GC focusing on education around increasing board fundraising effectiveness (maybe through Piper) and also prioritizing philanthropic individuals for future board membership. With Leah leaving at the end of the year, the new Executive Director will be asked to focus more heavily on fundraising and the board roles will be greatly linked to those efforts. During the Annual Board Meeting in August, Betty Hum asked that Nonnie review Open Meeting Law with the Board this year. John Snider then asked that Liz Shaw update the Finance slides and Heidi requested that he strongly emphasize the fundraising portion of our funding formula; John will need to be zoomed in for this presentation. Heidi then requested that we have a slide with a brief description of each committee for the Board Committees portion of the presentation and one for current members to see if there are any shifts. The GC will review and propose updates to our Bylaws this year. John and Betty agreed that the Secretary and Treasurer positions should be separated and that the Finance Committee Chair should be the Treasurer and therefore a member of the Executive Committee; Heidi and Allison agreed.

The Committee asked Leah to follow up with references for both Edgility and ISPG - the executive recruiting firms interviewed for the relaunch of the Executive Director search. They also asked Leah to negotiate terms with their first choice if references were positive. Leah expressed that the cost of the leading firm was higher than the other and with enrollment at 746 she wanted to ensure that our bond covenants are fulfilled. As Chair of the Finance Committee, John approved the cost and felt comfortable operating with that higher cost search firm within our approved budget and current enrollment. The Executive Committee then voted to approve of Leah Fregulia signing the contract with Edgility Consulting pending reference checks; the vote will be ratified by the full Board at the August 26th meeting.

The meeting ended at 10:35 a.m.



Arizona School for the Arts
Executive Committee Meeting Minutes
Wednesday, September 11, 2024 at 8:00 a.m.
Zoom Meeting: 870 6156 3515 Passcode: 396662

Attendance (Voting Members in **Bold**)

Dr. Heidi Jannenga, President	A	Allison Otu, Vice President	P	Betty Hum, Secretary/Treasurer	P
John Snider, Finance Committee Chair	P	Leah Fregulia, Head of School/CEO	P		

Agenda Items

| Meeting Topics

General Updates and Discussion from Last Meeting:

- Academic Data
- Fundraising
- Strategic Plan

Youth Arts Campus

- Progress to date and next steps

Executive Director Search, Comp Study, Key Positions

Fiscal Year 2024-2025 Budget Revision and Planning

Review September Board Meeting Agenda

| September 2024 Board Meeting Agenda Draft

Call to the Public [5 min]

Mission Moment - National Merit Program Scholars and Semi Finalists - (12%) [5 min]

Board Recognition [1]

Discussion Items

- Finance Committee [10] (Liz Shaw and Scott Stone)
 - July & August 2024 Financial Reports
 - Revised budget FY25
 - AFR review for approval
- Resource Development Committee [10] (Leola)
 - Summary of progress (Leslie)
 - Board Engagement - Goals Opportunities and Tools (Leola)
 - Big Impact Goal (Leola)
 - ASA Families - Fundraising Strategy (10) Leah
- Facilities Committee [10]
 - Vision for Youth Arts Campus (Leah and Annette)

- Education Landscape
 - State of our State: K-12 Enrollment? [10] Allison - select slides

Consent Agenda [2]

- Head of School Report
- Development & Marketing Director Report

Action Items [2]

- Approval of the August 26, 2024 Board of Directors Meeting Minutes
- Approval of FY24 Annual Financial Report

| The Executive Committee may vote to hold an executive session for the purpose of obtaining legal advice from the Board's attorney on any matter listed on the agenda pursuant to: ARS §38-431.03 (A)(3) Legal Advice

| The Executive Committee may vote to hold an executive session for the purpose of discussing personnel matters pursuant to: ARS §38-431.03 (A)(1) Personnel

Minutes

The meeting commenced at 8:05 a.m.

Vice President Allison Otu led the meeting in the absence of President Heidi Jannenga. Allison asked Leah Fregulia to review her updates:

Leah asked if there were any questions about the academic presentation at the last board meeting; there were none. She then shared that NWEA benchmark tests had been given to all middle school students to assess grade level and needs for support. Students demonstrating significant gaps (2-3 years) were placed in a Bridge to Success Class in place of one arts class to help remediate learning loss and set students on a path for long term success.

Betty Hum shared that she attended the Annual Parent Meeting in August and thought it would be helpful for board members to hear the strategy for fundraising (and slides) shared in the meeting. Leah offered to give a 10 minute or less presentation to the Board in September and the Executive Committee agreed. Leah also referenced the Strategic Plan document that is now available on the school's website.

Next, Leah reviewed the potential site plan for a shared campus development project with mission aligned youth arts organizations and updated the Committee on talks with potential partners.

The Executive Committee expressed enthusiasm about the site visit and kick off meeting with Edgility consultant, Taylor Bostock. Leah shared that they have been working on a revised job description which will be shared with the Search Committee on Monday, Sept 16th. The search is scheduled to commence immediately after.

The Fiscal Year 2024-2025 budget is in revision due to an unexpected sudden decline in enrollment. Allison Otu recently attended a seminar through her Flinn Fellowship about K-12 enrollment and trends in the decline of students enrolling in public school. She shared two new pieces of data that she will also share with the Board - migration into Arizona has fallen due to increased housing costs and declining home inventory.

Finally, the Executive Committee reviewed the September board meeting agenda.

The meeting ended at 9:00 a.m.



Arizona School for the Arts
Executive Committee Meeting Minutes
Wednesday, October 9, 2024 at 8:00 a.m.
Zoom Meeting: 870 6156 3515 Passcode: 396662

Attendance (Voting Members in **Bold**)

Dr. Heidi Jannenga, President	P	Allison Otu, Vice President	P	Betty Hum, Secretary/Treasurer	P
John Snider, Finance Committee Chair	P	Leah Fregulia, Head of School/CEO	P		

Agenda Items

| Meeting Topics

General Updates

- Enrollment
- Recruiting
- Search Progress

Board Cultivations

Review of October Board Meeting Agenda

- October is in person!
- December holiday gathering - Moatable?

Arts Campus Update and Next Steps

Executive Session for the purpose of discussing Personnel Matters

| October 28, 2024 Board Meeting Agenda Draft

Call to the Public

Mission Moment

Board Recognition

Discussion Items

- Finance Committee
 - Review September 2024 Financial Reports
- Resource Development Committee
- Governance Committee
 - Gov Com Moment - Teacher Shortage
 - Prospective Board Member Profile (invite MM to meeting)

Consent Agenda

- Head of School Report
- Development & Marketing Director Report

Action Items

- Approval of the September 23, 2024 Board of Directors Meeting Minutes

| The Executive Committee may vote to hold an executive session for the purpose of obtaining legal advice from the Board's attorney on any matter listed on the agenda pursuant to: ARS §38-431.03 (A)(3) Legal Advice

| The Executive Committee may vote to hold an executive session for the purpose of discussing personnel matters pursuant to: ARS §38-431.03 (A)(1) Personnel

Minutes

Board President Dr. Heidi Jannenga called the meeting to order at 8:00 a.m.

Heidi asked Leah Fregulia to provide the Committee with her General Updates:

- Enrollment: 682 with Fiscal Year 2023-2024 Annual Financial Report to be approved this week.
- Recruiting: The School Year 2025-2026 enrollment portal is live as of October 1st with applications coming in for 5th grade already.
- Executive Director Search: The job posting went live with nothing additional report yet.

At their meeting the prior week, the Governance Committee discussed board member cultivation. The former president of SmithGroup, Mike Medici has a strong interest in joining the Board of Directors. Leah will invite him to the next Board meeting when he returns to town.

The Committee then reviewed the draft of the October Board meeting agenda:

- The Student Honorary Board Members have planned all Mission Moments through the year.
- The Governance Committee will start presenting "Governance Moments" at each board meeting.
- Board Member Scott Stone will host the Board holiday party at his workplace, Moatable.
- The Resource Development Committee will discuss Choral Collage in December; board members will be asked to invite people potentially interested in supporting ASA to the salon beforehand and to the concert following. There will be reserved seats scattered throughout the venue.

Leah then updated the Committee on the proposed arts campus:

- Valley Youth Theater is selecting a site close to current location
- Leah will continue to pursue contacts for interest in collaboration and in available parcels adjacent to ASA campus.
- Additional potential contacts: Science Center and Children's Museum
- The EC is open to considering a refundable deposit on the church as we construct a partnership with PYSO if the church is willing to consider a 90-day hold. Leah will contact the church.

Board President Dr. Heidi Jannenga moved the Committee into an executive session for the purpose of discussing personnel matters pursuant to: ARS §38-431.03 (A)(1) Personnel at 8:45 a.m.

Board President, Heidi Jannenga, moved the committee out of the executive session at 9:15 a.m. and ended the Executive Committee meeting.



Arizona School for the Arts
Executive Committee Meeting Minutes
Wednesday, November 13, 2024 at 8:00 a.m.
First Watch: 61 W Thomas Rd, Phoenix, AZ 85013

Attendance (Board Members in **Bold**)

Dr. Heidi Jannenga, President	P	Allison Otu, Vice President	P	Betty Hum, Secretary/Treasurer	P
John Snider, Finance Committee Chair	P	Leah Fregulia, Head of School/CEO	P		

Agenda Items

| Meeting Topics

General Updates

- Enrollment, Recruiting, Bond Covenants, Restructure/Deans, First Church

Community Town Hall Tonight

- Agenda and site status

ED Search Updates - Allison

Board Agenda for November and December

- Calendar approval for next year

| November 2024 Board Meeting Agenda Draft

Call to the Public

Mission Moment

Board Recognition

Discussion Items

- Finance Committee
 - October 2024 Financial Reports
 - Revised Fiscal Year 2024-2025 Budget
- Resource Development Committee
 - Board Fundraising Update
- Facilities Committee
 - Campus Refresh
 - Town Hall Recap
- Governance Committee
 - Present New Member for Nomination

Consent Agenda

- Head of School Report
- Development & Marketing Director Report

Action Items

- Approval of the October 28, 2024 Board of Directors Meeting Minutes
- Approval of the Revised Fiscal Year 2024-2025 Budget
- Approval of the School Year 2025-2026 Calendar
- Approval of New ASA Director Michael Medici to a 4-Year Term Beginning January 1, 2025

| The Executive Committee may vote to hold an executive session for the purpose of obtaining legal advice from the Board's attorney on any matter listed on the agenda pursuant to: ARS §38-431.03 (A)(3) Legal Advice

| The Executive Committee may vote to hold an executive session for the purpose of discussing personnel matters pursuant to: ARS §38-431.03 (A)(1) Personnel

Minutes

The meeting began at 8:10 a.m.

Leah Fregulia provided an overview of enrollment numbers - currently 87 applications mostly in 5th and 9th grades. ASA staff will be attending fairs and events to recruit and establish relationships with possible feeder schools. The staff is also focusing on retention of 7th and 8th grade students for high school including a high school night with faculty, staff, students and parents. The Committee provided some ideas to incorporate into the messaging to promote ASA for high school.

Leah shared that the Facilities Committee met this month and there is a town hall for ASA families and supporters to share the opportunity for further development on and around ASA's campus with the two available parcels on ASA's block. Board members Annette Zinky and Allison Otu will attend. The town hall will be recorded and distributed following the meeting.

Vice President Allison Otu shared an update on the Executive Director Search. Semi finalist interviews will begin next week.

The meeting ended at 9:30 a.m.



Arizona School for the Arts
Executive Committee Meeting Minutes
Wednesday, December 4, 2024 at 8:00 a.m.
First Watch: 61 W Thomas Rd, Phoenix, AZ 85013

Attendance (Board Members in **Bold**)

Dr. Heidi Jannenga, President	A	Allison Otu, Vice President	P	Betty Hum, Secretary/Treasurer	P
John Snider, Finance Committee Chair	P	Leah Fregulia, Head of School/CEO	P		

Agenda Items

| Meeting Topics

General updates and top priorities:

- Recruiting and Retention
- End of year giving
- Choral Collage cultivations
- S&P Report

Executive Director Search Update

- Agenda for December 12th
- Preparation + materials out on December 10th (with Jonathan)
- Presentation to the Board (Performance Task)

Site Planning

- Task Force, Church Property and Site Plan

Cultivations: Fundraising Board

Plan for December Meeting and Holiday Party

Possible New Business?

| December 2024 Board Meeting Agenda Draft

Call to the Public

Discussion Items

- New Executive Director Nominee

Action Items

- Approval of the November 25, 2024 Board of Directors Meeting Minutes
- Approval of New ASA Executive Director

| The Executive Committee may vote to hold an executive session for the purpose of obtaining legal advice from the Board's attorney on any matter listed on the agenda pursuant to: ARS §38-431.03 (A)(3) Legal Advice

| The Executive Committee may vote to hold an executive session for the purpose of discussing personnel matters pursuant to: ARS §38-431.03 (A)(1) Personnel

Minutes

The meeting began at 8:10 a.m.; Vice President Allison Otu facilitated the meeting in the absence of Board President Heidi Jannenga.

Leah Fregulia provided the Committee with general updates and outlined the current top priorities for the school beginning with the exciting news that two ASA students were selected to attend Yale and Oberlin with full scholarships through QuestBridge, a national nonprofit whose goal is to connect low-income and first-generation students with partner colleges and universities. Leah then gave an overview of the current student recruitment and retention efforts by Administration including a High School Information night held the previous evening that Allison attended as parent so she was able to share her perspectives. The Development team will shortly be launching a year end campaign focused on alumni, and Choral Collage cultivation invitations are ongoing. Administrative staff is currently working on the S&P questionnaire due back to them by December 13th; we anticipate that the school's rating will be lower because of decrease in enrollment

Allison met with the consultants from Edgility who are vetting two additional potential Executive Director candidates, one which may be more suitable to work with Elma Džanić Bass as an Assistant Principal. On campus finalist interviews with stakeholders are scheduled for December 12th, the consultants will have a meeting with the full board prior to the 12th to explain the process and the caliber of the candidates. The Committee discussed the possibility of the full Board reconvening in the morning of December 13th to review interview feedback stakeholders and make a final decision rather than on December 16th prior to the holiday gathering.

Leah reported that she will be convening the first meeting of the Site Development Task Force before Winter Break. New board member Mike Medici will be part of the Task Force and they are making connections with Sharon Harper about youth arts and the intersection with an arts corridor near Phoenix Art Museum and the Phoenix Theatre.

The Committee then discussed the meaning of a Fundraising Board and how it relates to the future growth of ASA. Using this framing, a profile of potential board members needs to be developed especially since three key members - Betty Hum, Heidi Jannenga, and John Snider -- are rolling off the board in 2025. This question should be included in the Performance Task presentation for the Executive Director finalists when they interview.

The meeting ended at 9:20 a.m.



Arizona School for the Arts
Executive Committee Meeting Minutes
Wednesday, December 18, 2024 at 8:00 a.m.
Zoom Meeting: 826 085 8532, Passcode: 369444

Attendance (Board Members in **Bold**)

Dr. Heidi Jannenga, President	P	Allison Otu, Vice President	P	Betty Hum, Secretary/Treasurer	P
John Snider, Finance Committee Chair	P	Leah Fregulia, Head of School/CEO	X		

Agenda Items

| Executive Session

Executive Director Candidate Compensation Package & Contract Discussion

| Action Items

Possible approval of the Executive Director Compensation Package

| The Executive Committee may vote to hold an executive session for the purpose of obtaining legal advice from the Board's attorney on any matter listed on the agenda pursuant to: ARS §38-431.03 (A)(3) Legal Advice

| The Executive Committee will vote to hold an executive session for the purpose of discussing personnel matters pursuant to: ARS §38-431.03 (A)(1) Personnel

Minutes

At 8:02 a.m. Board President Dr. Heidi Jannenga called the meeting to order.

At 8:03 a.m. Heidi Jannenga commenced an executive session for the Executive Committee in order to discuss personnel matters.

Executive Session ended at 9:27 a.m.

Consensus was not reached, so the Action Item was postponed to the meeting on December 19, 2024.

The meeting adjourned at 9:27 a.m.



Attendance (Board Members in **Bold**)

Dr. Heidi Jannenga, President	P	Allison Otu, Vice President	P	Betty Hum, Secretary/Treasurer	P
John Snider, Finance Committee Chair	P	Leah Fregulia, Head of School/CEO	X		

Agenda Items

| Executive Session

Executive Director Candidate Compensation Package & Contract Discussion

| Action Items

Possible approval of the Executive Director Compensation Package

| The Executive Committee may vote to hold an executive session for the purpose of obtaining legal advice from the Board's attorney on any matter listed on the agenda pursuant to: ARS §38-431.03 (A)(3) Legal Advice

| The Executive Committee will vote to hold an executive session for the purpose of discussing personnel matters pursuant to: ARS §38-431.03 (A)(1) Personnel

Notes

At 8:31 a.m. Board President Dr. Heidi Jannenga called the meeting to order.

At 8:31 a.m. Heidi Jannenga commenced an executive session for the Executive Committee in order to discuss personnel matters.

Executive Session ended at 9:18 a.m.

Allison Otu moved to approve the proposed Executive Director compensation package. The motion was seconded by Betty Hum and passed unanimously without further discussion. [Jannenga, Otu, Hum, and Snider voting in favor.]

The meeting adjourned at 9:19 a.m.



Arizona School for the Arts
Executive Committee Meeting Minutes
 Wednesday, January 8, 2025 at 8:00 a.m.
First Watch: 61 W Thomas Rd, Phoenix, AZ 85013

Attendance (Board Members in **Bold**)

Dr. Heidi Jannenga, President	P	Allison Otu, Vice President	P	Betty Hum, Secretary/Treasurer	A
John Snider, Finance Committee Chair	P	Leah Fregulia, Head of School/CEO	P		

Agenda Items

| Meeting Topics

General Updates:

- Enrollment/Recruiting/Retention
- Hiring (for FY26)

Executive Director Communications and Transition

April Donor Salon

- With Bruce Kirkwood: April 9 (or 8th) confirm and discuss purpose/guests

Board Cultivations

- Fundraising.. Michelle Marshall, Mel Brown, other
- Board Emeriti /Advisory Council?

Site Planning, Cont.

| January 2025 Board Meeting Agenda Draft

Call to the Public

Mission Moment

Board Recognition

Discussion Items

- Finance Committee
 - December 2024 Financial Reports
 - **S&P Report**
 - **Present School Fees for FY26**
- Resource Development Committee
 - Board Fundraising Update
- Facilities Committee
 - Updated Site Plan Study **and next steps**
- Executive Director Search
 - Offer & Acceptance
 - Transition Planning

Consent Agenda

- Head of School Report
- Development & Marketing Director Report

Action Items

- Approval of the November 25, 2024 Board of Directors Meeting Minutes
- Approval of the December 12, 2024 Board of Directors Meeting Minutes
- Approval of the December 13, 2024 Board of Directors Meeting Minutes
- Ratification of the Executive Director Compensation Package

| The Executive Committee may vote to hold an executive session for the purpose of obtaining legal advice from the Board's attorney on any matter listed on the agenda pursuant to: ARS §38-431.03 (A)(3) Legal Advice

| The Executive Committee may vote to hold an executive session for the purpose of discussing personnel matters pursuant to: ARS §38-431.03 (A)(1) Personnel

Minutes

Board President Dr. Heidi Jannenga began the meeting at 8:00 a.m.

Head of School Leah Fregulia shared the current enrollment numbers and latest information about new applications on file and recruiting events coming up. She also reminded the Committee about the timeline for sending Letters of Intent to current employees in January and then contract agreements out in February. Contracts will be signed by March 3rd.

The Committee acknowledged their excitement for the new Executive Director and discussed a practical timeline for transition beginning the week of January 13th. A press release and communication to faculty and families will go out as soon as the timeline with the existing employer is confirmed; the start date is February 18th. Leah will coordinate the transition plan with input from the Senior Leadership Team and the Executive Committee. Leah will draft a press release to share with Board Vice President Allison Otu for review and revision and share the information with faculty.

It was confirmed that April 9th will be the Donor Salon date at Heidi's home, featuring musical artist Bruce Kirkwood. The guest list will need to be developed with Board input as a donor thank you and cultivation opportunity.

Leah shared recent board cultivations.

The Executive Committee reviewed the current design plan for the block including inputs from the Phoenix Youth Symphony Orchestra. The aspirational site plan incorporates the First Church parcel adjacent to ASA. The Site Development Task Force meets on Friday and will include a guest visit from Exeter Management leadership that owns the NW parcel of land.

The meeting ended at 9:00 a.m.



Arizona School for the Arts
Executive Committee Meeting Minutes
 Wednesday, February 12, 2025 at 8:00 a.m.
First Watch: 61 W Thomas Rd, Phoenix, AZ 85013

Attendance (Board Members in **Bold**)

Dr. Heidi Jannenga, President	A	Allison Otu, Vice President	P	Betty Hum, Secretary/Treasurer	A
John Snider, Finance Committee Chair	P	Leah Fregulia, Head of School/CEO	P		

Agenda Items

| Meeting Topics

General Updates

- Enrollment and Re-registration
- Teacher Retention (LOI) - 98%

Financial Picture and Next Steps

- S&P report

Site Development Updates

- Partnership agreements (LLC)
- Entity Governance Structure (Newman)
- COP
- Cost Analysis

Fundraising

- Salon
- Showcase

| February 2025 Board Meeting Agenda Draft

Call to the Public

Mission Moment

Board Recognition

Discussion Items

- Finance Committee
- Resource Development Committee
- Governance Committee
 - Presentation of Revised Bylaws
 - Executive Committee Nominations

Consent Agenda

- Head of School Report
- Development & Marketing Director Report

Action Items

- Approval of the January 27, 2025 Board of Directors Meeting Minutes

| The Executive Committee may vote to hold an executive session for the purpose of obtaining legal advice from the Board's attorney on any matter listed on the agenda pursuant to: ARS §38-431.03 (A)(3) Legal Advice

| The Executive Committee may vote to hold an executive session for the purpose of discussing personnel matters pursuant to: ARS §38-431.03 (A)(1) Personnel

Minutes

Vice President Allison Otu began the meeting at 8:05 a.m.

Allison invited Leah Fregulia to share general updates. One week into the enrollment process the school is seeing a strong increase in interest for ASA and anticipate increasing enrollment numbers for next year, and 98% of teachers responded positively to returning for next year. Faculty and staff contracts will go out around February 20th and will be due by March 3rd.

Leah also reported that S&P will maintain ASA's same bond rating this year; the S&P analyst was very complimentary of the school's tight financial controls and adaptation to enrollment fluctuation.

John Snider and Leah shared that we are still looking for the church to accept our LOI for the land. Leah has a meeting on Thursday with the realtor and church representatives.

Leah reminded the Committee that the April Salon and Showcase are the two upcoming events for cultivation and giving.

While reviewing the February Board meeting agenda, it was noted that we need to invite nominations for new officers for next year. Allison will move into the role of President, leaving the roles of Vice President and Secretary open. This item will be added to the February board agenda.

The meeting ended at 9:10 a.m.



Arizona School for the Arts Executive Committee Meeting Minutes

Thursday, March 6, 2025 at 8:00 a.m.

First Watch: 61 W Thomas Rd, Phoenix, AZ 85013

Attendance (Board Members in **Bold**)

Dr. Heidi Jannenga, President	P	Allison Otu, Vice President	P	Betty Hum, Secretary/Treasurer	P
John Snider, Finance Committee Chair	P	Leah Fregulia, Head of School/CEO	P	David Lujan, Executive Director	P

Agenda Items

| Meeting Topics

General Updates

Executive Director Performance Review

- Carrie Larson + Governance Committee

Site Plan Update

Possible Officer Slate

Review of March Agenda

| March 2025 Board Meeting Agenda Draft

Call to the Public

Mission Moment

Board Recognition

Discussion Items

- Resource Development Committee
- Governance Committee
 - Approve Revised Bylaws
 - Education Landscape
 - Presentation of Officers Slate
- Facilities Committee
- Site Planning Update

Consent Agenda

- Head of School Report
- Development & Marketing Director Report

Action Items

- Approval of the February 24, 2025 Board of Directors Meeting Minutes
- Approval of the Revised Board Bylaws

- Approval of the Board of Directors Officer Slate for 2-year Term Beginning July 1, 2025

| The Executive Committee may vote to hold an executive session for the purpose of obtaining legal advice from the Board's attorney on any matter listed on the agenda pursuant to: ARS §38-431.03 (A)(3) Legal Advice

| The Executive Committee may vote to hold an executive session for the purpose of discussing personnel matters pursuant to: ARS §38-431.03 (A)(1) Personnel

Minutes

The meeting began at 8:00 a.m.

Leah Fregulia updated the Committee on current enrollment projections for next school year. As of now, the numbers for returning and new students are trending ahead of this time last year and more open house and shadow days have been added to the calendar to take advantage of increased interest by potential new applicants. Leah and David Lujan then discussed their transition plan during Leah's final months prior to her retirement in June.

Board Member Carrie Larson consulted with the Governance Committee to update the current Head of School Performance Review to reflect the new Executive Director job description and benchmark goals. A draft will be presented to the Board at the March 24th meeting with a final approval at the April 28th meeting.

Leah and David updated the Committee on their recent site development efforts and meetings including a revised prospectus and renderings which will be shared with the Board at the March meeting. Also to be presented and voted on at the March meeting will be the final Board officer slate for 2025-2027 and shared by Leah.

The Committee then reviewed the proposed agenda for the March 24th Board meeting; an Executive Director update was added to the Discussion items.

The meeting ended at 8:57 a.m.



Arizona School for the Arts Executive Committee Meeting Minutes

Wednesday, April 16, 2025 at 8:00 a.m.

First Watch: 61 W Thomas Rd, Phoenix, AZ 85013

Attendance (Board Members in **Bold**)

Dr. Heidi Jannenga, President	P	Allison Otu, Vice President	P	Betty Hum, Secretary/Treasurer	P
John Snider, Finance Committee Chair	A	David Lujan, Executive Director	P		

Agenda Items

| Meeting Topics

General Updates

- Enrollment
- End of Year Events

Preparation for April Board Meeting and Agenda Review

- Discussions, Presentations, Approvals, New Director, May meeting (in person)

Board Composition 2025-2026

- Ending term: Heidi, John, Betty, Andrei
- Question: Nonnie

Site Development

- PYSO + ASA Board Mixer & Presentation | April 25th at 5:30, Flinn Foundation
- Updates

| April 2025 Board Meeting Agenda Draft

Call to the Public

Mission Moment

Board Recognition

- Andrei Cherney Resignation

Discussion Items

- Finance Committee
 - February and March Financial Reports
 - ASA Federal 990
 - 2025-2026 Budget Update
- Resource Development Committee
 - Development Dashboard
 - Showcase Dashboard
- Governance Committee
 - Presentation of Handbook Drafts - Community Handbook, Emergency Operations Plan, Student Code of Conduct

- Executive Director Director Review Process Final Draft
- Review of the Education Landscape
- Nomination of New Board Director
- Site Planning Update

Consent Agenda

- Executive Director Report
- Development & Marketing Director Report

Action Items

- Approval of the March 24, 2025 Board of Directors Meeting Minutes
- Approval of the ASA Fiscal Year 2023-2024 Federal 990
- Approval of Executive Director Review Process
- Approval of Melvin Brown to Become a Member of the Board of Directors Beginning July 1, 2025

| The Executive Committee may vote to hold an executive session for the purpose of obtaining legal advice from the Board's attorney on any matter listed on the agenda pursuant to: ARS §38-431.03 (A)(3) Legal Advice

| The Executive Committee may vote to hold an executive session for the purpose of discussing personnel matters pursuant to: ARS §38-431.03 (A)(1) Personnel

Notes

The meeting was called to order at 8:02 a.m.

David Lujan shared the latest student enrollment projections for the 2025-2026 school year as analyzed by the school's Admissions & Enrollment Specialist. Grades 5 and 6 continue to show improvement but still have the greatest opportunity for growth while 9th grade has a strong acceptance rate with allowances for 1st quarter attrition. He discussed plans to move the 8th grade into the Upper School schedule in 2025-2026 and how an anticipated benefit of this restructure will be more 8th graders wanting to attend ASA for high school.

David then reminded the Committee of upcoming end of year events that will also be reminders for the Board in general at the next meeting including: Senior Celebration, Showcase, and Graduation among others.

The Committee reviewed the April 28th Board meeting agenda draft; there were no changes. The Committee then discussed the makeup of the Board in the coming fiscal year after the terms will end for four current members; a general discussion ensued regarding member recruiting opportunities.

David updated the Board on current site development efforts and reminded them of the upcoming mixer with board members from Phoenix Youth Symphony Orchestras on April 25th.

The meeting ended at 9:00 a.m.



Arizona School for the Arts Executive Committee Meeting Minutes

Wednesday, May 14, 2025 at 8:00 a.m.

First Watch: 61 W Thomas Rd, Phoenix, AZ 85013

Attendance (Board Members in **Bold**)

Dr. Heidi Jannenga, President	P	Allison Otu, Vice President	P	Betty Hum, Secretary/Treasurer	P
John Snider, Finance Committee Chair	A	David Lujan, Executive Director	P		

Agenda Items

| Meeting Topics

General Updates

- Student Enrollment 2025-2026
- End of Year Events

Proposed New Board Member

- Marcelino Quiñonez

Site Development

- Updates

Preparation for May Board Meeting and Agenda Review

- Last in person meeting until August

| May 2025 Board Meeting Agenda Draft

Call to the Public

Mission Moment

- School Honors Performances

Board Recognition: Introduce Marcelino Quiñonez, Ending Terms

Discussion Items

- Finance Committee
 - April 2025 Financial Reports
 - Fiscal Year 2025-2026 Budget Update
- Resource Development Committee
 - Development Dashboard
 - Showcase Dashboard
- Governance Committee
 - Fiscal Year 2025-2026 Handbook Final Drafts for Approval: Community Handbook, Student Code of Conduct, Employee Handbook, Emergency Operations Plan
 - Education Landscape Review

Consent Agenda

- Executive Director Report
- Development & Marketing Director Report

Action Items

- Approval of the April 28, 2025 Board of Directors Meeting Minutes
- Approval of the Fiscal Year 2025-2026 Community Handbook
- Approval of the Fiscal Year 2025-2026 Student Code of Conduct
- Approval of the Fiscal Year 2025-2026 Employee Handbook
- Approval of the Fiscal Year 2025-2026 Emergency Operations Plan

| The Executive Committee may vote to hold an executive session for the purpose of obtaining legal advice from the Board's attorney on any matter listed on the agenda pursuant to: ARS §38-431.03 (A)(3) Legal Advice

Minutes

The meeting began at 8:40 a.m.

Student enrollment is looking good for the 2025-2026 school year with 780 students anticipated at this time.

Potential new board member, Marcelino Quinonez, will attend and observe the May Board meeting. The Committee discussed additional individuals who might also be good additions to the Board of Directors.

The Fiscal Year 2025-2026 draft budget is based on an anticipated student enrollment of 730 students, a comfortable number at this time based on the anticipated student enrollment.

The agenda for the May 19th board meeting was discussed and the possibility of an executive session was added..

The meeting ended at 9:20 a.m.



Arizona School for the Arts Executive Committee Meeting Minutes

Wednesday, June 11, 2025 at 8:00 a.m.

First Watch: 61 W Thomas Rd, Phoenix, AZ 85013

Attendance (Board Members in **Bold**)

Dr. Heidi Jannenga, President	A	Allison Otu, Vice President	P	Betty Hum, Secretary/Treasurer	A
John Snider, Finance Committee Chair	A	David Lujan, Executive Director	P		

Agenda Items

| Meeting Topics

General Updates

- Student Enrollment 2025-2026
- Faculty & Staff Openings
- Budget Draft

Proposed New Board Member

- Marcelino Quiñonez; move forward with nomination.

Site Development

- Updates

Preparation for June Board Meeting and Agenda Review

| June 2025 Board Meeting Agenda Draft

Call to the Public

Mission Moment

- Showcase Highlight Reel

Board Recognition

Discussion Items

- Finance Committee
 - May 2025 Financial Reports
 - Fiscal Year 2025-2026 Budget Final Draft for Approval
- Resource Development Committee
 - Development Dashboard
 - Final Showcase Dashboard
- Governance Committee
 - New Board Member Nomination: Marcelino Quiñonez
 - Education Landscape Review

Consent Agenda

- Executive Director Report

- Development & Marketing Director Report

Action Items

- Approval of the May 19, 2025 Board of Directors Meeting Minutes
- Approval of the Fiscal Year 2025-2026 Budget Final Draft
- Approval of Marcelino Quiñonez becoming a Member of the Board of Directors beginning July 1, 2025
- Approval of the ASA Amphitheatre being named for Leah Fregulia

| The Executive Committee may vote to hold an executive session for the purpose of obtaining legal advice from the Board's attorney on any matter listed on the agenda pursuant to: ARS §38-431.03 (A)(3) Legal Advice

Minutes

Board Vice President Allison Otu called the meeting to order at 8:01 a.m.

David Lujan updated the committee on the currently anticipated number of students starting the 2025-2026 school year with attrition factored and that all faculty and staff openings but two are filled with excellent prospects for the final two openings. He then said that the budget draft is based on a more conservative student count, and the final draft is ready for presentation to and approval by the Board at the June meeting.

David then informed the committee that Marcelino Quiñonez will be presented to the Board for approval as a new board member at the next meeting, with his tenure to begin July 1, 2025. He then gave a brief update on the status of the site planning and the grant process underway to defray the cost of developing a business plan to present to potential investors.

The agenda for the June board meeting was reviewed and David explained that he will be absent for the meeting itself, but Leah Fregulia will be present.

The meeting ended at 8:55 a.m.